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ESTABLISHING AN ONLINE STORE

Market analysis and marketing strategies

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Abstract		
<p>The objective of the thesis was to conduct a market analysis of the online retail industry of healthy foods in Ukraine to make conclusions regarding the feasibility of the business idea of establishing an online store specialised in healthy foods; and based on it to come up with a list of suitable marketing methods and channels through which the marketing message can be effectively communicated to the target groups.</p> <p>The research question of the thesis was “will an online store in healthy foods be profitable and which marketing strategies are the most suitable for this specific type of business”. The sub questions were related to the market analysis of the healthy food in Ukraine, including such aspects as competitors, product positioning, market segments, customer analysis and market demand. Qualitative methods were used to analyse the market potential of the idea, and to determine the most suitable marketing strategies for this kind of business. These methods included a secondary data review and a semi-structured interview.</p> <p>The results presented the information regarding demand, level of competition and industry attractiveness as well as potential segments to target. Besides, the marketing strategies of competitors were analysed. Based on those results, the conclusions were made that there is a high potential for the business idea and that there are certain marketing strategies that are the most suitable for this kind of business. As a result, the thesis work succeeded in the goals that were set at the beginning.</p>		
Keywords		
Market analysis, market research, marketing strategies		

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1 INTRODUCTION

The topic of the thesis is establishing an online store in Ukraine specialized in healthy foods with a focus on market analysis and marketing strategies. New trends open new opportunities for opening a business. Nowadays, there are two major trends in Ukraine: shift from offline to online retail and increasing interest to healthy lifestyle. Besides, the potential success of the business idea can be explained by the trend for vegan and vegetarian food, small number of direct competitors, wide reach of the customer audience through online advertising and distance trading as well as lower costs of establishing and running an online business in comparison to offline one. The selection of the assortment of the vegan store is based on the principles of vegan ethics. The food presented in the store allows to provide a full and varied diet for vegans, vegetarians, and people allergic to certain products such as dairy products or gluten.

The objective of the thesis work is to conduct market analysis to make conclusions regarding the feasibility of the business idea, and based on this to come up with the list of suitable marketing methods and channels through which the marketing message can be effectively communicated to the target groups. In addition, the suggestions will be made regarding possible options for the development of the future store. The results of the research will be used as actions to be taken with the purpose to set up an e-commerce store specialized in healthy foods as well as run marketing campaigns and implement strategies. However, the actual research will discuss only two parts of the business plan needed to establish such a store: market analysis and marketing strategies.

The research question of the thesis is “will online store in healthy foods be demanded and profitable and which marketing strategies are the most suitable and effective for this specific type of business”. The sub questions are related to the market analysis of the healthy food in Ukraine, such as competitors, positioning, market segments, customer analysis and market demand. The macro-environmental analysis as well as the analysis of products and suppliers are not discussed in order to make the research more focused and specific. The research strategy is based on conducting a qualitative research. The data was

collected using two methods: secondary data review and semi-structured interview. The interview was conducted with the owner of the Ukrainian vegan online store called “Vegano Hooligano”.

This paragraph presents the structure of the thesis. The introduction section describes the background of the thesis, research objectives and questions. In addition, the research methods are presented shortly. In the second section the main components of the market analysis are discussed, including competitive analysis, analysis of the product positioning, market segment analysis, customer and market demand analysis. In the third section, the marketing strategies are covered. The fourth section describes the background of the commissioning party and the fifth section gives an overview of the research methods and data collection. In the sixth section, the results of the research are evaluated. In the seventh chapter the conclusions of the research are made and in the eighth chapter the remarks are concluded.

2 MARKET ANALYSIS

Understanding the market is an essential part of the success of marketing strategy. This understanding comes with a market analysis, which includes examination of demand, market segments analysis, product positioning, a competitive or industry analysis as well as customer analysis. The macro-environmental analysis part of the market research is not included to the research. The research is focused on the analysis of competitors and customers.

2.1 Competitive analysis

The analysis of competitors is critical in order to maintain a strong and competitive position, because companies in all industries engage in competition. A competitive analysis begins with identifying the various levels of competition to recognise the specific forms of competition which affect the market, the product, and individual customers. It is crucial to identify direct and indirect competitors. After that, it is necessary to figure out which strengths and weaknesses competitors have and which product positioning strategies do they use. Next, it is

important to understand what the target of each competitor is and why customers buy from this competitor, what is unique about it. Finally, the marketing programs of competitors must be analysed, taking into consideration the way of promoting or advertising the product. (Clow & Baack 2010, 30-33.)

All aforementioned information can be investigated with the help of many available sources such as websites, news articles, advertisements, online forums and blogs, customers, trade and professional associations (Clow & Baack 2010, 30-33). In addition, one of the most important reasons to conduct an analysis of competitors is creating a strategy for a competitive advantage. Just doing better than competitors doesn't ensure that the company will be successful, if the value which is offered to consumers is little. (Jenster & Søliden 2009, 31.)

Porter's five forces model provides an extensive analysis of competition. It is a framework which analyses the level of competition within an industry and suggests to develop a certain business strategy. The five forces determine the attractiveness of the industry based on the intensity of the competition. An attractive industry means a profitable industry. However, it doesn't mean that every company in the industry is going to have the same profitability, because it also depends on many other factors such as core competencies of the company, network or its business model. (Grant, n.d.) The figure below demonstrates all five forces altogether (Figure 1). It should be mentioned that all the figures presented in the research were designed by the researcher.

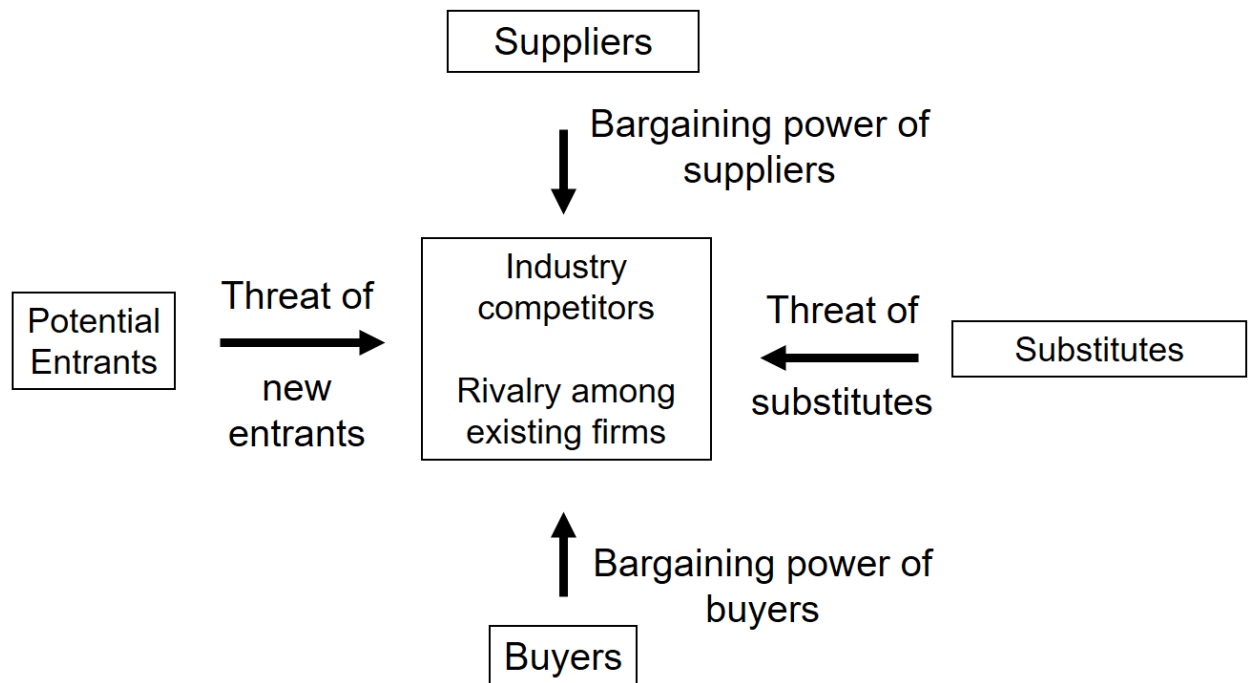


Figure 1. The five competitive forces that shape strategy (Porter 2008)

Porter's five forces include two forces from "vertical" competition: the bargaining power of buyers and the bargaining power of suppliers; and three forces from "horizontal" competition: the threat of established rivals, the threat of substitutes, and the threat of new entrants. The first force is the threat of new entrants to the industry. New entrants are aimed at gaining a market share that puts pressure on costs, prices, and the rate of investments. When the threat of new entrants is high, the "old" companies should take actions to deter new competitors all the time, that's why in this case the industry is considered to be less attractive. (Team FME 2013, 9.) The high entry barriers protect incumbents from new entrants. As a result, the higher the barriers, the more attractive the industry is. (Grant, n.d.)

The second force is the bargaining power of suppliers. Powerful suppliers can decrease the profitability of the industry by charging higher prices, shifting cost or limiting the quality of their products. Usually, companies depend on many suppliers. A supplier group is powerful if there is no substitute for what the group provides, or if it is more concentrated than the industry it sells to. In addition,

powerful suppliers offer products that are differentiated, and they don't depend heavily on the industry for their revenues. (Porter 2008.)

The third force is the bargaining power of buyers. If buyers have a lot of power, the industry attractiveness is low, because customers may capture more value by demanding more service or better quality and decreasing prices, if they are price sensitive (Johnson, n.d.). In this case the company can take measures to reduce buyer power by implementing a loyalty program, for example. Moreover, if the buyer has many alternatives, his power is also high. If the bargaining power of buyers is low, the industry is more attractive. (Grant, n.d.)

The fourth force is the threat of substitutes. Substitute, in its essence, is a product with the same or similar function as an industry's product, by different means (Johnson, n.d.). Substitutes can be indirect and they are very easy to overlook, because they may look completely different than the industry's product. The profitability of the industry goes down if the threat of substitutes is high. In this case, the company should improve marketing or product performance to distance itself from substitutes. Otherwise, the growth potential will be limited because substitutes place a ceiling on prices. (Team FME 2013, 20-22.)

The fifth force is rivalry among existing competitors. High rivalry makes the industry less profitable. The degree of influence of the rivalry on the industry's profit depends on the basis on which companies compete and intensity with which they compete. In general, this rivalry appears in forms of price discounting, advertising campaigns, new product features and improvements of the service. (Johnson, n.d.) Rivalry is especially destructive if it is based solely on price. The price competition is more likely to occur if products of rivals are identical, if fixed costs are high, or if the product is perishable. Competition based on other dimensions such as brand image, product features, or delivery time is less likely to depress profitability because it supports higher prices and improves customer value. Moreover, a rivalry can be positive and even increase the profitability of the industry if each rival will serve different customer groups with different products, prices, services and features. (Porter 2008.)

The five forces are only a part of the competitive analysis, which is why all the industry actors should be analysed as well. To do that, all competitors should be clustered into groups with similar strategies, so called “strategic groups”. The concept implies that all competing companies in the industry should be mapped on the diagram to examine competitive activity. As a result, it may help to reveal which companies are the real competitors and which companies just belong to the same industry but do not represent any threat. The key is to determine the most suitable variables for the matrix, because a wrong choice will give wrong results. (Jenster & Søylen, 2009, 79-80.) Figure 2 demonstrates the general view of the strategic groups map, where vertical axis stands for the network scope and horizontal axis stands for the service level.

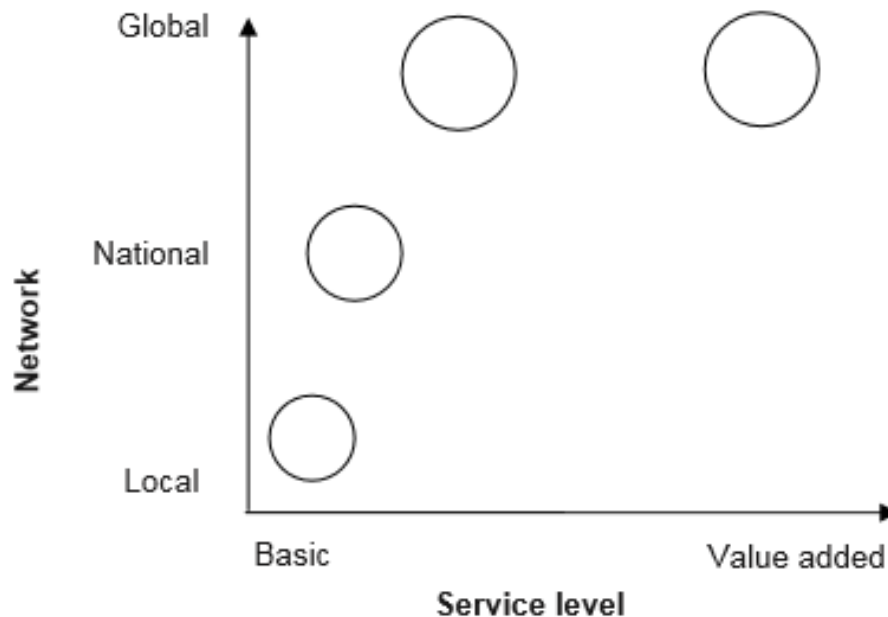


Figure 2. The example of the strategic groups

The results of the strategic groups mapping may be used for determining further strategy for the company. For example, the company can consider to stay in the same group and improve its performance within the group. On the other hand, the company may exploit the void – move out from the group and create a completely different business model to be the first one in the group. (Porter 2008.)

2.2 Analysis of product positioning

Product positioning is the act of emphasizing one or several aspects of the product in such a way that target customers can have a certain perception of the product. In essence, positioning means the place that products hold in the minds of customers and relative to the competition. (Bingham et al. 2005, 190.) Usually, consumers have several brands from which to choose. Consequently, it is important to develop a good positioning strategy to make the product hold a unique place in the minds of customers. This is called brand equity – a situation when a certain company's goods or services are perceived to be better and different. (Clow & Baack 2010, 34-35.)

In order to determine the optimal strategy for the product positioning, the method of perceptual mapping can be used. A perceptual map consists of two axes which are key variables that indicate how the product is viewed. Perceptual mapping helps to see where the brand stands in relation to its competitors in the eyes of the customers. (Clow & Baack 2010, 35-36.) The Figure 3 demonstrates the example of perceptual mapping in the automobile industry based on the two variables: price and quality.

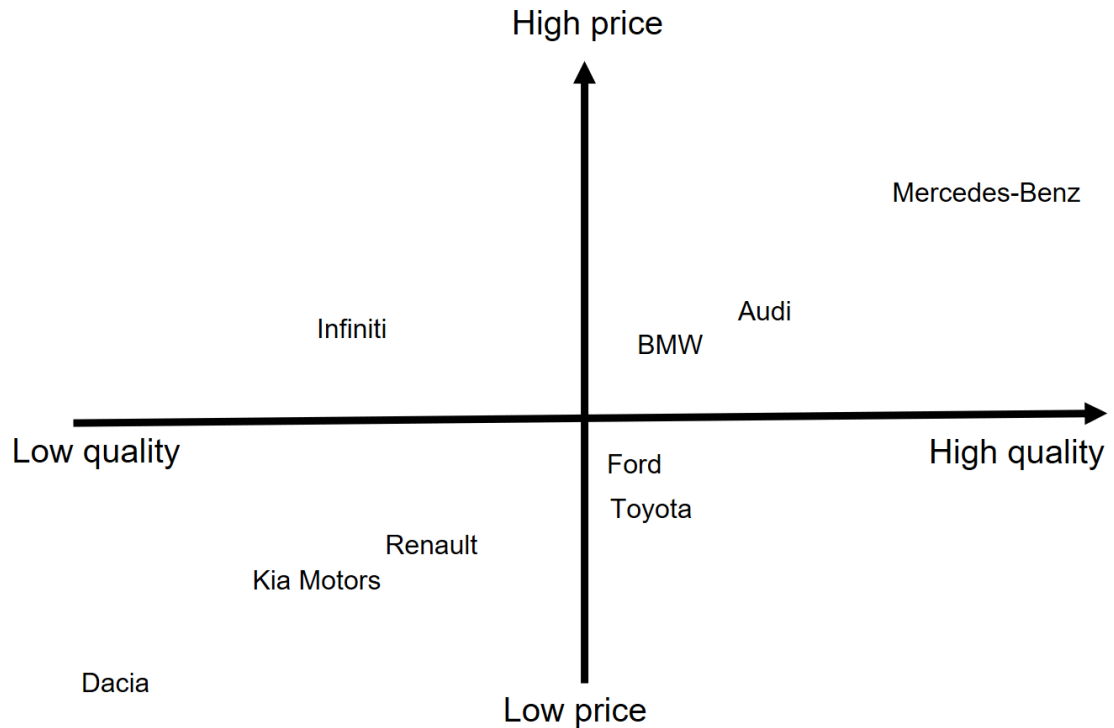


Figure 3. Perceptual mapping example

The concept of positioning is deeply connected with the concept of branding. It is basically impossible to position without having a brand. The brand should be positioned by defining who it is meant for and what it does. A brand should have only one positioning statement; and once a company establishes it, the company has to stick to it. (Maandag 2016, 9-59.)

Michiel Maandag (2016, 9-59) offers a specific brand positioning formula in his book. First of all, the brand should be attached to the product category. Secondly it has to be focused on a certain target group. Thirdly, it should state the special benefits offered to consumers, which makes the product unique and different than others. Finally, this statement should make consumers feel a certain way and fulfil their underlying need. (Maandag 2016, 9-59.)

2.3 Market segment analysis

Segmentation means dividing customers into well-defined groups, which consist of customers who share similar wants and needs. Based on this information, a

company can develop special product features and benefits that resonate with a certain customer group. The main task is to identify the most appropriate segments and target them. The major segmentation variables are geographic, demographic, behavioural and psychographic segmentation. (Clow & Baack 2010, 36.)

Geographic segmentation is conducted by dividing markets into certain geographic units such as regions, nations, states, cities. Demographic segmentation helps to estimate the size of the market. Demographic variables include gender, age, generation, nationality, social class, income, occupation and religion, family size, and life cycle. Psychographic segmentation is used to divide buyers into groups on the basis of customers' lifestyles, psychological traits, or values. In behavioural segmentation, buyers are divided into groups based on their attitude and knowledge towards the product. The behavioural variables include decision roles, needs or benefits as well as user and usage related variables. (Clow & Baack 2010, 37.)

Once segments are identified it is necessary to decide which segments to target. There are five segmentation key factors which ensure a segment is useful. First of all, the segment should be measurable, meaning that the size, characteristic, and purchasing power of the segment can be measured. Secondly, the segment should be substantial, profitable, and big enough. Thirdly, it should be differentiable. The fourth factor is accessibility of the segment. It should be possible to reach and serve the segment effectively. Finally, the segment should be actionable. An effective program can be formulated and performed for the segment. Attractive segments should also correspond with company's short and long-term goals, resources, mission and vision. (Kotler & Keller 2016, 116-120.)

2.4 Customer analysis

A customer analysis is needed to get a deeper understanding of the customers. Customer analysis is aimed at collecting detailed information about customers to develop an effective marketing plan. The analysis involves answering the five major questions "who", "when", "where", "what" and "how". Answering the "who"

question gives a psychographic and demographic portrait of the customer. (Clow & Baack 2010, 39.)

The question “when” identifies the time when the product or services are purchased. “Where” involves the location where the product is purchased. In the case of the online store, it is important to examine which other websites the customer visits before and after purchasing the product as well as which other products he purchases or considers to purchase. “What” is the most important question and it refers to what consumers are actually purchasing. In most cases they are not buying just a product, they are buying the feeling it gives to them. (Clow & Baack 2010, 39-40.)

The “how” is about how the purchase is made. It’s a complicated process which consists of various stages. The goal of the customer analysis is to analyse each stage to understand the decision making process of buyers. Furthermore, online buying behaviour differs from the offline one. The most commonly used decision making model is that which considers the purchase process as a cycle, which includes problem recognition, internal and external information search, evaluation of alternatives, purchase decision, and post purchase evaluation. (Charlesworth 2009, 22.)

The first step is need-recognition, which comes up when the consumer recognises a difference between the actual level of satisfaction and the satisfaction he wants. It can be caused by internal or external stimuli. Internal stimuli are triggered by the basic needs, while external stimuli can be triggered by an advertisement or a discussion with a friend. (Munthiu, n.d., 28.) Information search is the second step, which means that the potential buyers look for the information on products which can satisfy their needs using search engines. For this purpose the websites of retailers, manufacturers or reviews are usually used. After that, customers come up with alternative options that will be evaluated using the internet in the third stage of the cycle. In the fourth stage the potential customers select a specific seller. At this point, shopping comparison sites are particularly helpful. In the stage of the post-purchase behaviour, the customer

makes a conclusion whether he has made a right decision or not, which influences his further actions. In addition, if the buyer is satisfied he can recommend the product on forums and online communities. (Charlesworth 2009, 23.)

2.5 Market demand

Market demand is the total volume of products that will be bought by a defined customer group at a certain time period in a certain area and marketing environment under a defined marketing program. Market demand is rather more a function than a fixed number, that is why it is called a market demand function. Market forecast shows the expected demand. Market potential is the total number of customers who could potentially purchase a certain product. There are two types of market: expansible and non-expansible. The size of the expansible market is affected by the number of industry marketing expenditures, while the size of the non-expansible market is not influenced by the marketing expenditures. (Kotler & Keller 2016, 66-68.)

All types of companies face the problem of forecasting the demand for their services and goods. Forecasting is “the systematic analysis of market data, the purpose of which is to make firm quantitative estimates of the size of consumer demand for a product at specified dates in the future.” Long-term forecasting is a crucial factor of the management thinking, which makes it possible to determine the direction and strategy which the organisation should choose as well as the amount of investments. (Baker 2014, 188.)

3 MARKETING STRATEGY

To start with, the concept of marketing itself should be defined. The formal definition says that “marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (Kotler & Keller 2016, 26). The marketplace is changing dramatically – 10 years ago marketing opportunities, threats and challenges were completely different then now, in 2017. There are 3

transformative forces which influence marketing nowadays: globalisation, technology and social responsibility. (Kotler & Keller 2016, 31.) For the purpose of this thesis, two of them should be analysed since they are directly related to the field of business of the online store.

The first one is technology. All marketing activities are affected by technology. The speed of changes in terms of technologies is stunning. The e-commerce rises rapidly, opening wide opportunities for businesses. The amount of data and information available is also increasing. Marketing managers nowadays spend most of their time on information technology. The second transformative force is social responsibility. Such issues as climate change, pollution, poverty, water shortages and wars attract the attention of society more and more. That's why the way of marketing communications should also be adapted. Marketers must consider environmental, legal and ethical aspect of their activities. (Kotler & Keller 2016, 31-32.)

Since the store of the future is the online store, the main marketing method for it would be digital marketing. Digital marketing is also called e-marketing or internet marketing. Digital marketing is basically utilizing electronic media such as email, web, TV and mobile media in conjunction with digital data about customers' characteristics and behaviour. The objective of online marketing is to achieve profitable acquisition and retention of customers within a customer cycle and multichannel buying process. However, offline marketing still accounts the majority of spending on the paid media. It includes TV or print advertisement. (Chaffey 2015, 17-21.)

In order to be successful in digital communications it is necessary to consider how to invest money in it. There are three main channels marketers use to influence potential customers online. The first way is paid media, which means that a company needs to pay for conversions or visitors through search or affiliate marketing using ads. (Chaffey 2015, 17-21.) Ads can be divided into Search Ads and Display Ads. Paid search ads are an important part of online marketing. It's a tool with which marketers bid on certain search terms. It makes the ad to appear

above all other results in search engines such as Google, Yahoo or Bing. Display ads contain a small box with text or picture to be placed on the relevant websites. (Kotler & Keller 2016, 275-277.)

The second channel is earned media, which includes communications in blogs, social networks, forums or other communities. It can be stimulated through social media and viral marketing. In other words, earned media is generated by word-of-mouth. In addition, earned media can be reached through different partners such as bloggers, publishers, or any other influencers. (Chaffey 2015, 17-21.)

The third channel is owned media, which is actually the media owned by a company. It includes a company's own blogs, websites, mobile apps, email lists, and presence in social media. (Chaffey 2015, 17-21.) Figure 4 demonstrates all options altogether below. There is an overlap in these three types of media, because achieving this overlap requires integration of campaigns, infrastructure and resources (Chaffey 2015, 17-21).

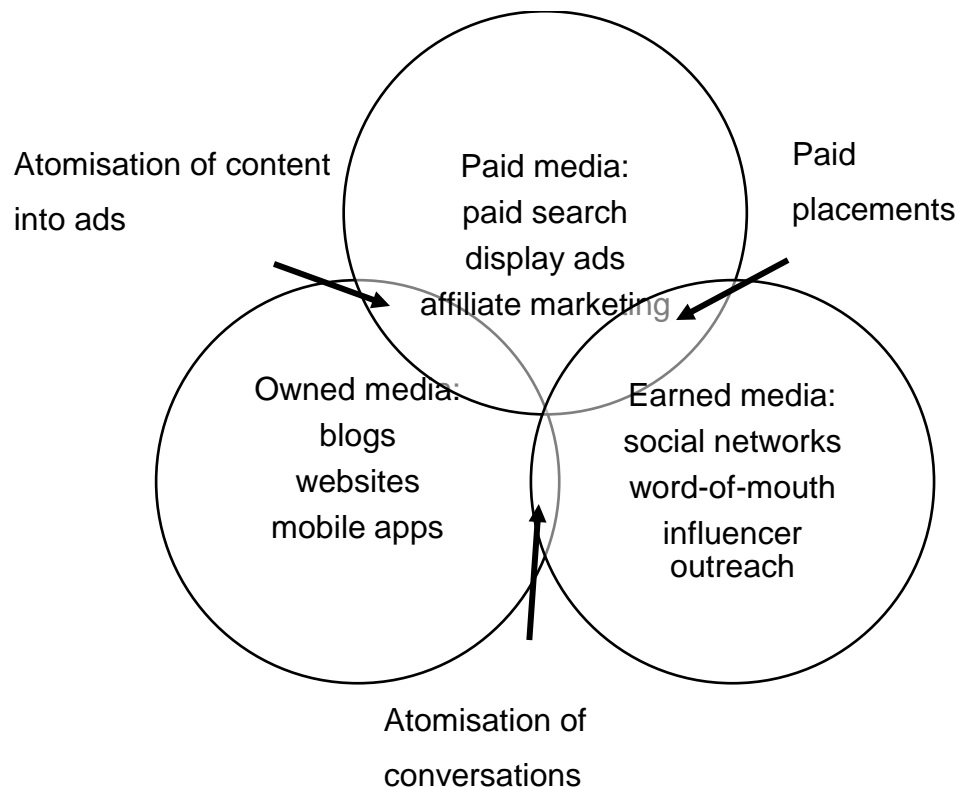


Figure 4. The three main channels of online marketing investments (Chaffey 2015)

There are many variations of online marketing. The company should choose which of those are the most effective in achieving its objectives. The major variations include website, email and ads. The website should be designed to express history, vision, mission and purpose of the company. The website should be both physically attractive and easy to use.

Search engine optimisation (SEO) is a way of getting a company's website to appear as high as possible on search engines for a certain terms. It is a long-term way of attracting new customers, because the results do not come immediately. Nevertheless, over time SEO can transform a business. SEO is a very complex process and combines many key elements. However, there are certain tactics to improve this aspect, which are relevant for the online store.

First of all, it is necessary to make the content on the website well-written and unique. Secondly, the keywords that customers use to search for a product should be displayed on the website. Thirdly, titles on the pages should be relevant to the content. The website should be displayed correctly in every browser, tablet and mobile phone. Finally, the pages on the website should be optimized to keep people on the site, because google can recognize if visitors leave the website immediately and will not rank such websites high. (Holloman 2016, 107-108.)

Social media helps companies to establish a presence online. There are three main platforms of social media: social networks (Facebook, YouTube, Instagram, Twitter, etc), blogs, and online forums and communities. Social media is a powerful tool for creating a word-of-mouth (WOM). The best form of WOM is viral marketing. It encourages customers to pass along the message about the company in video, audio or written form online. Nevertheless, most of the online content doesn't go viral and is not shared. There are certain steps which can improve starting positive word-of-mouth buzz. Firstly, it is necessary to identify influential brands and individuals such as industry analysts and journalists and connect with them. Secondly, it is possible to give out product samples to the key people so that they can give positive feedback to their followers. Thirdly, one can

create good content that customers will want to share. (Kotler & Keller 2016, 278-279.)

Twitter, Facebook and Instagram are the top three social media platforms that deliver successful results for start-up companies trying to reach new customers. Instagram is a smartphone-based app which allows users to share pictures, short videos or shoots. In order to get engagement and build audience, companies need to use visually stunning images. (Holloman 2016, 105-106.) Twitter is a great listening and discovery tool. Many consumers use Twitter to get customer service or information about the product. The key to success on both Instagram and Twitter is the right use of hashtags. (Holloman 2016, 103-105.)

Having a Facebook page has become a necessity for most companies, since this is a platform with the highest number of users. (Kotler & Keller 2016, 278-279.) Facebook can not only be used for establishing a company presence, but also as an advertising platform which allows to reach the target group easily. It is crucial to post thought-provoking and engaging content on Facebook to attract a good organic reach of audience and get more likes. Additionally, brands should also consider using trending hashtags on Facebook to create better brand awareness. It also should be mentioned, that it is important to plan and schedule content for all social media pages at least one month in advance. (Holloman 2016, 101-103.)

E-mail is a productive selling tool which allows marketers to communicate with the customers. However, e-mails should be carefully planned, relevant and targeted at the right customers to make sure that customers don't apply spam filters. Online communities are usually created by customers who have no commercial interest. Whereas, some forums can be sponsored by companies which convey certain messages about company's products to customers. (Kotler & Keller 2016, 275-276.)

Blogging is an important tool for creating word-of-mouth advertisement. Many companies are creating their own blogs and examining blogs of the competitors all the time. Many customers check blogs to read the reviews and product

information before making a purchase. The main advantage of blogs is explained by two-way communication, meaning that marketers can get useful information insights directly from customers. (Kotler & Keller 2016, 277-278.)

4 COMMISSIONING PARTY

The commissioning party for the thesis is represented by the researcher, who has innovated the business idea. Actual research is an essential step to set up a business which one can run herself. The business idea, on which this report is based, could have potential to become a business.

The background of the commissioning party can be explained by education in the field of business as well as by the experience in the chosen field. The basic knowledge of marketing and entrepreneurship was acquired during studying in Mikkeli University and during exchange semester in Lyon School of Business. Courses such as Principles of Marketing, Introduction to Entrepreneurship, International Entrepreneurship, High-growth Entrepreneurship, Integrated Communication Campaigns, Business Plan, and Strategic Business Management, amongst other courses, were completed. Because of that, the necessary theoretical and practical knowledge regarding setting up a business was acquired. In addition, the researcher has done practical training in Berlin in the field of marketing that offered the possibility to gain practical skills in establishing an online business, because several online projects were developed during the training.

The chosen field of business is very interesting and close to the researcher, who is personally attached to the idea. On top of that, one has studied many books and materials about the topic, because she is a vegan herself. The company is to be specialized in vegan products. Veganism is a “way of living which seeks to exclude, as far as is possible and practicable, all forms of exploitation of, and cruelty to, animals for food, clothing or any other purpose” (The Vegan Society). The product range of the store includes: soy products, cereals, vegetable protein products, algae, legumes, sugar substitutes, sweets with fructose and stevia, tea,

chicory and wheat based drinks, spices, sauces, vegetable and fruit groceries, carob, vegetable milks, vegetable oils, spices, etc.

In this thesis, the potentiality of the business idea will be researched and tested to see if the idea would be feasible in real life. The business plan is required to ensure that a business idea will be financed. Therefore, a ready-to-implement business plan will also be prepared to be shown to possible investors, however, this business plan is not included to the research. The future company will first operate as an online store and extend to a physical store later. That being said, the business plan will be developed for the online store only.

5 METHODOLOGY

The first chapter of this section describes the research strategy which shows the process of the research, including description of the research methods. The second chapter covers data collection methods explaining why these particular methods were chosen and how they were used in practice. The third chapter explains how the data was analysed in theory and practice.

5.1 Research strategy

The research process consists of six steps. The first step is to define the problem, research objectives and questions. The problem should not be defined too broadly or too narrowly and research objectives should be specific. (Kotler et al. 2016, 132-133.) In the actual thesis, the first step of the research was presented in the introduction part.

The second step is developing the research plan. It's quite a complicated process because many things should be taken into account such as data sources, research approaches, research instruments and contact methods. Data sources can be primary, secondary, or both. Primary data is data which is collected specifically for the purpose of the project. However, researches usually start with a secondary data – the information which already exists somewhere. (Kotler & Keller 2016, 62-63.) Contact methods include the ways in which the respondent

can be contacted: in person, by phone, by mail or online. Nowadays, reaching respondents online is the most popular, cheap, fast and easy method. (Kotler et al. 2016, 132-133.) Primary data can be generated by the researcher by using qualitative or quantitative research. For the purpose of this thesis, only qualitative research will be discussed. Qualitative data refers to all non-numeric data which can be a product of all research strategies. (Saunders et al. 2009, 480.)

Qualitative research provides understanding and insights of the problem settings as well as the underlying issues. Qualitative research gives the foundation for the quantitative research, that's why it is usually conducted in the first place. There are several ways to conduct qualitative research. All of them can be divided into direct and indirect. Examples of direct methods are focus groups and interviews, from which the latter of the two can also be divided into different interview types. Indirect qualitative research includes projective techniques. (Malhotra 2014, 120-121.)

For this study, an interview is going to be used as the source of the qualitative data. An interview, in all essence, is a discussion between two or more people with a certain purpose in mind, which helps to gather reliable and valid data that is relevant to the research questions and objectives. There are a few types of interview. (Saunders et al. 2009, 320.) The type of interview used for a particular case is chosen according to the purpose of the research and research strategy.

To conduct this research, a semi-structured interview was used. A semi-structured interview requires the preparation of a list of questions and themes to be discussed during the course of the interview. Nevertheless, it might vary from interview to interview. It means that the order of questions can be changed during the conversation depending on its course, it could even be decided that some questions will be skipped. On the other hand, more questions can also be added during the interview process as well. The nature of this type of interview assumes that one is taking notes or audio-recording the whole conversation, both of which will have to be transcribed afterwards. To transcribe an interview means reproducing the conversation in a written form. (Saunders et al. 2009, 320.)

The second research method that is used for the research is secondary data review, which implies the analysis of the secondary data. Secondary data review provides the foundation on which the research is built (Saunders et al. 2009, 61). The purpose of the review is to investigate, conclude, compare and examine what was already written about the topic. It is aimed at the exploration of the ideas and knowledge that are already available either online or offline. There are many sources to gather such information. They include scholarly journals, research books, newspapers and professional magazines which provide information about recent trends. The internet can also be considered as the source of data, however, the information on the internet should be very carefully chosen. (Eriksson & Kovalainen 2011, 42-48.)

The third step of the research process is data collection. This part is the most complicated and might include many errors, because the interviewee may not give honest answers or might refuse to cooperate, or some other problems can occur that hinder the collection of data. The fourth step is to analyse the information, which includes developing summaries. The fifth step is presenting the findings by transforming data into results. The main goal is to make it clear and understandable. The final step is conclusion making. (Kotler et al. 2016, 132-133.) In this thesis, the fifth step is summarised in the results section and sixth step is described in the conclusions part.

5.2 Data collection methods

The semi-structured interview was used for the research for this paper with the purpose of gathering focused, qualitative data to get reliable comparable results. The main reason of choosing this exact method is flexibility in the interview process – questions can be modified and adapted to the course of the interview. In addition, it gives the researcher an opportunity to go deep into the topic and make a broad analysis of the problem. Finally, an interview is the most suitable method for the purpose of this research – analyse the market potential of the idea and to find out the best marketing strategies based on market analysis. Since the interviewee was the owner of the online vegan store, he gave a wide

understanding of the subject from the inside, based on his own experiences. His big experience in the field and experiments with marketing channels gave a very profound idea of which strategy works best of all.

The interview was conducted with Rudolf Kraevskii, the owner of the online store “Vegano Hooligano”. Vegano Hooligano is the biggest direct competitor of the future online store. Initially, there was a risk that the owner wouldn’t share any information with its potential competitor. Nevertheless, his main purpose of doing business is spreading the idea of veganism around the world, not gaining profit. Thus, he was willing to share his experience. Before the interview, the list of questions had been prepared (Appendix 2). It also proved to be quite hard to make an appointment with Rudolf, because he is a busy person. Luckily, the researcher’s family members had some mutual friends with him which made an interview with him possible.

The interview was conducted via Skype in the Ukrainian language. The call was recorded using the program “MP3 Skype recorder.” During the interview, questions were modified insignificantly, the order of some questions was also changed because of the flow the course of the interview was taking. Rudolf was limited in time, that’s why the interview was very focused and straight to the point. At the same time, the contact was maintained fairly easy. After the interview was finished, the audio file was transcribed manually to the Word document in the Ukrainian language.

The reason of using secondary data review as a research method is its availability and accessibility. The data has already been collected by someone, that’s why one doesn’t need to devote time, money and energy to this phase of the research. Besides, there is information available online, regarding the topic of the thesis, that was already collected. Finally, this method of data collection is particularly suitable for the thesis objective, because it enables analysing online sources and benchmarking it.

For this research, few sources of secondary data are utilised. The main source of the secondary data used is the internet. Since not all data on the internet is reliable, all sources are checked on their trustworthiness and credibility. Only reliable materials are used for this study. The main purpose of using the internet is market analysis. For example, statistics and previous studies about the topic, as well as publications on recent trends, and publications from the Ukrainian government and National Bank of Ukraine are examined in order to make a demand analysis. Forums and online communities are examined as well in order to conduct analysis of the customers.

To analyse competitor and product positioning, the websites of the competitors are examined to apply benchmarking to it. Benchmarking is the process of improving a business by the way of examining, understanding and exploiting the best practices found inside and outside the organisation. There are four types of benchmarking: competitive, internal, process and generic. (Kelessidis 2000.)

For this study, the competitive benchmarking is used. The website and social media accounts as well as information about competitors in the media were analysed to find out what they are doing best of all and considering how it can be used in the forming of one's own online business. The primary aspect which is analysed is the positioning strategy of the competitor, general appearance, and effectiveness of the marketing channels (social media, websites, and company blogs).

5.3 Analysis of the data

In qualitative research, data collection and data analysis are interrelated processes because analysis already occurs during the data collection process. It makes qualitative research very flexible in its usage. Although there is no standardised way to analyse qualitative data, it is still possible to use several techniques to analyse and present the results of the qualitative research. This includes the grouping of findings, the summarising of findings, or the structuring of findings. (Saunders et al. 2009, 485-487.) For this research, the summarising of findings was used as the data analysis method.

After conducting an interview, the long text was summarised to a shorter format that included only the most important points, meaning the points that best captured the nature and the goal of the interview. Some unnecessary sections of the transcript were skipped in order to highlight only relevant issues. Afterwards, one big summary was divided into two parts – summary of the questions related to the market analysis and summary of the questions related to the marketing strategies. At last, the information in each part was categorised into smaller paragraphs to make the presentation of the results more structured and clear. Since the interview was conducted in Ukrainian language, the final step was to translate the whole summary into English.

The second data collection method was secondary data review. On the one hand, the analysis of the secondary data is an effective and low-cost way of conducting comparisons, addressing issues, understanding local and country specific conditions as well as determining trends and describing the current situation. On the other hand, the process of the secondary data analysis is time-consuming and demanding. (McCaston 2005.) The analysis take place during data collection process and after collection has ended as well (Acaps 2014, 25). The results should be well-documented in order to make it understandable for the readers. Proper citation of the information is essential, because it will make it possible for other researches to use the results in the future. (McCaston 2005.) The main goal of the results reporting is to clearly communicate the results to maximize its value (Acaps 2014, 28).

Talking about analysis of the secondary data in practice, the major part of the analysis has actually happened during data collection. Whenever relevant data was found and reviewed, the most important points on a certain subject in the report were copied to the separate file. Since some sources contained information in the Ukrainian and Russian languages, the translation was made. As a result, the long text with collected data was prepared. After that, the data was analysed again and only the most important and relevant issues were picked. Then, the comparisons were made and the most important points were

combined and categorised into readable and clear information. Some results were presented in the form of figures to make the results even easier and better to understand. To design figures, the Power Point was used.

6 RESULTS

This section presents the results of the data analysis. It consists of the two chapters – results of the secondary data review and results of the interview. The presented results are neutral, and they don't include researcher's comments. In general, there were no trouble with getting results from the interview. However, it was quite challenging to get some of the results regarding the market situation from the secondary data, because vegan market is quite young in Ukraine which is why there is not enough statistics available. Some data was not revealed or was too expensive to purchase. In contrast, it was relatively easy to get results regarding marketing strategies from secondary data review. All in all, composing of the results was an interesting, but time-consuming process.

6.1 Results of the secondary data review

This chapter introduces the results of the secondary data review. The first part covers the results of the secondary data review of the market analysis components, such as competitive analysis, product positioning, market segment and customer analysis, as well as demand analysis. Secondly, the results of the secondary data review of the marketing strategies which are based on benchmarking are described.

6.1.1 Competitive analysis

As already mentioned before in this document, the Porter's five forces competition analysis can be used to examine the competition. Porter's analysis gave the following results regarding the industry attractiveness and level of competition. The bargaining power of suppliers is at a medium level, because every online store is dependent on many different suppliers. Furthermore, most suppliers are international, which makes the final product price dependent on the currency exchange rate, which is very unstable in Ukraine. On the other hand,

the situation is changing, and the number of local suppliers is increasing. That is why this factor is improving the industry attractiveness.

The threat of new entrants to the industry is also at a medium level. On the one hand, the food industry in Ukraine is not easy to enter because of various regulations, permits and legal issues. There are high risks connected to the specialisation of the business since most products sold in a food store are perishable. Secondly, distribution is challenging since the online store doesn't have any physical location. Thirdly, the inventory risks are high. All these factors form high entry barriers. On the other hand, the industry is too young and small so that incumbents do not worry about new entrants. Moreover, existing companies encourage new entrepreneurs to enter the industry to make it grow. As a result, threat of new entrants to the industry is not significant.

The bargaining power of buyers is low, because buyers do not have many alternatives and therefore cannot influence the price by buying those alternatives. It should be mentioned that buyers are individual consumers, not businesses. The threat of substitutes is also low, because most products sold in the online healthy foods stores are available only within the industry. It is hard to find a substitute somewhere outside the industry. Substitutes can be found only in vegan cafes and offline healthy food shops which serve only locally in a few Ukrainian cities. Most vegan options are not sold in regular supermarkets, which is why it is only possible to order them in the healthy foods shops. As a result, customers are ready to pay more because they don't have many alternatives. Both of these factors make the industry more attractive.

The rivalry between existing competitors is low. The competition is not intense and, in fact, the market itself is not based on competition. Altogether, all these 5 forces make the industry attractive and profitable. The only two factors which might decrease profitability are threat of new entrants and bargaining power of suppliers. The summary of the Porter's 5 forces of competition is presented below (Figure 5).

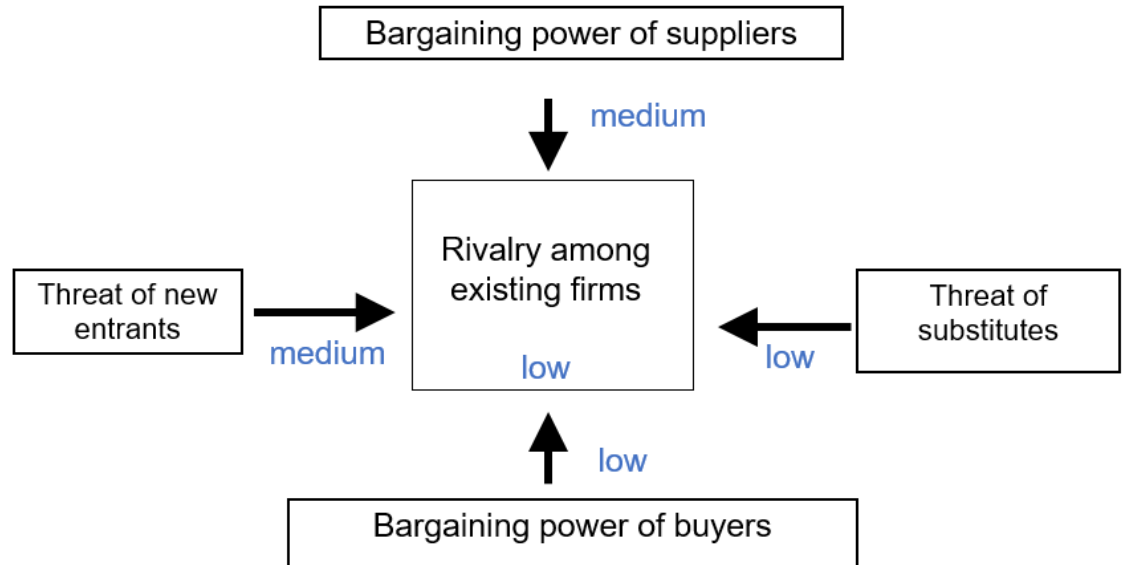


Figure 5. The summary of the Porter's five forces of competition

Based on the five forces analysis and analysis of the competitors, a map of strategic groups is created (Figure 6). The analysis covers all existing vegan stores in Ukraine, the total number of which is 15. All these stores were researched and divided into strategic groups. The two variables that are used, are product range and geographical scope. With product range is understood the assortments of the store, whether the store sells only vegan products or whether it sells any kind of products and vegan products are just part of it. Thus, the lower point on the vertical axis represents any kind of products, including animal based and vegan, which are considered ecological and organic. The middle point states only vegan products, where food is not the main focus. The upper point is for the stores that are focused only on vegan food.

The horizontal axis represents the geographical scope of the stores. The starting point of the axis is represented by only physical stores which don't have any delivery to other cities, except cities where they are located. The middle point states the stores which have physical stores and do delivery to all other cities. The axis ends with the stores which operate only online, without physical location and do delivery everywhere.

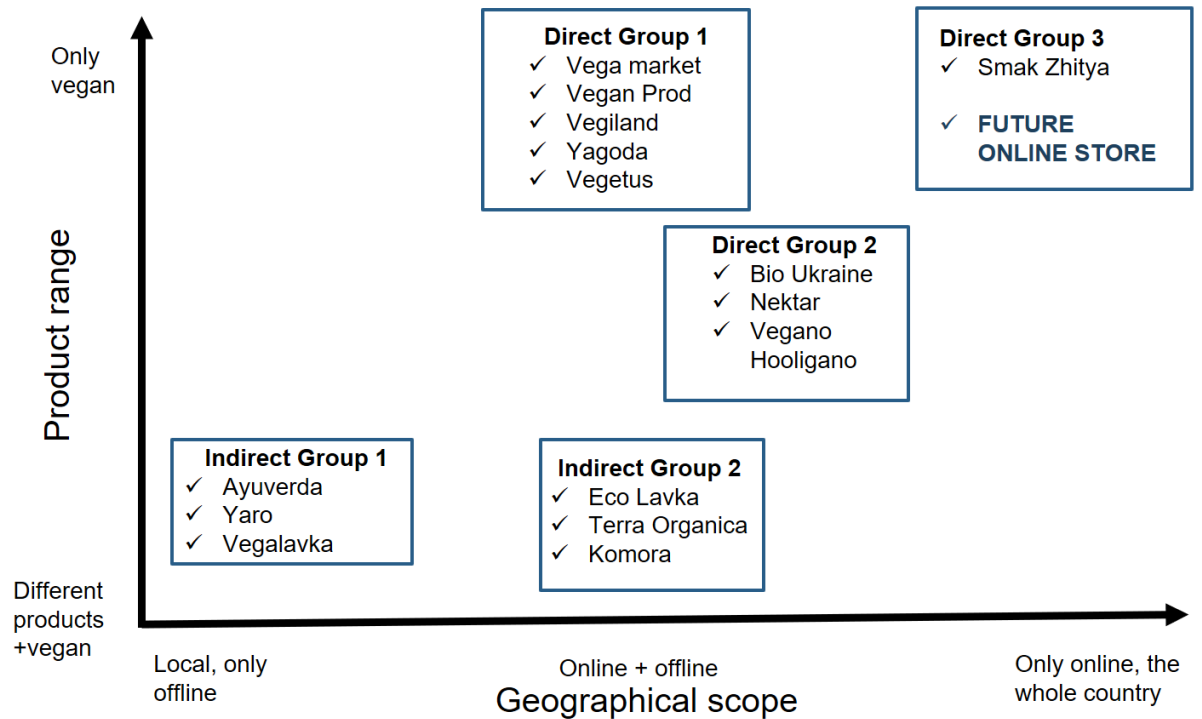


Figure 6. The strategic groups map of the vegan online stores in Ukraine

The results of the analysis of the competitors show that all competitors can be divided into direct and indirect competitors. Indirect competitors are those who do delivery and sell vegetarian or vegan food in addition to the other assortment of the online store. Also, these are vegan stores who do delivery to only some of the Ukrainian cities. Direct competitors are pure vegan online stores which sell only plant-based products and do delivery to all Ukrainian cities.

The first group of indirect competitors includes such stores as Ayuverda center, Yaro and Vegalavka. These are vegetarian stores, which have offline and online locations, but do delivery only in Kiev and its surrounding regions. However, the population of Kiev city is 2 925 760 people, and the Kiev region 1 734 471, which altogether makes up 10.9% of the whole Ukrainian population (Ukrstat 2017). That's why these shops are still considered as indirect competitors. However, they can grow, so they might become direct competitors soon. Eco Lavka, Komora and Terra Organica make a second group of indirect competitors. These

are organic eco shops which sell vegan and vegetarian products in addition to animal-based products. They have delivery to all Ukrainian cities.

There are three groups of direct competitors. The first group includes Vega market, Vegan Prod, Vegiland, Yagoda, and Vegetus. All of them have an online and offline location and do delivery to all cities in the country. The second group of direct competitors includes Bio Ukraine, Vegano Hooligano and Nektar. They are online vegan stores that are not only specialized in food, but also in eco cosmetics, clothes and self-care products. They do delivery to all Ukrainian cities.

The third group of direct competitors includes those vegan stores which do not have a physical location. This group has one store, Smak Zhitya, which was opened quite recently. It has the most similar business model to the future online store as discussed in this thesis, that's why the future online store will also belong to this group.

Two competitors are chosen for further investigation to find out their strengths and weaknesses along with the competitive advantage. The results were obtained through analysis of the reviews from the customers available online and analysis of the stores itself. This analysis will give an opportunity to determine possible competitive advantage for the future online store. The stores which were analysed are Smak Zhitya, since this store belongs to the same strategic group as the future online store and Vegetus, which belongs to another group.

The main advantage of Vegetus is, first of all, its experience – Vegetus is the oldest shop in the industry and operates since 2005. Thus, the store assortment is the widest in comparison to the other stores. Secondly, Vegetus is the only shop that has its own production line of the soya-based products. It means that the store offers lower prices on soya-based products than all other shops. The biggest disadvantage of Vegetus is poor customer service. Most customers complained that necessary goods are not available very often, and delivery is delayed. In addition, the company sometimes doesn't answer emails or calls. The

competitive advantage lays in the lower prices on soya-products and wide product assortment.

Smak Zhitya is the only store which sells only raw products. Secondly, the customer service is very high. All aspects emphasize the customer-driven approach – actively used social media accounts, good content, and functional web-site. The main disadvantage is a small product assortment. As a result, the competitive advantage of the shop is a good customer service targeted at the narrow audience.

6.1.2 Analysis of the product positioning

The analysis of competitor product positioning shows that the most successful online stores position themselves as healthy food shops or eco shops, not only vegan, even though they sell only vegan products. It gives them the opportunity to target more customers. It can be explained by the stereotype that Ukrainian people have about vegan food, considering it unhealthy. Luckily, the perception of veganism as an unhealthy diet is changing. This also happens because of the increasing awareness to environmental issues. (Novoe Vremya 2017.)

The results of the positioning of competitors in the mind of consumers are summarized in the perceptual map (Figure 7). For building a perceptual map, only direct competitors were considered in order to make analysis more precise and accurate. The total number of all direct competitors is nine.

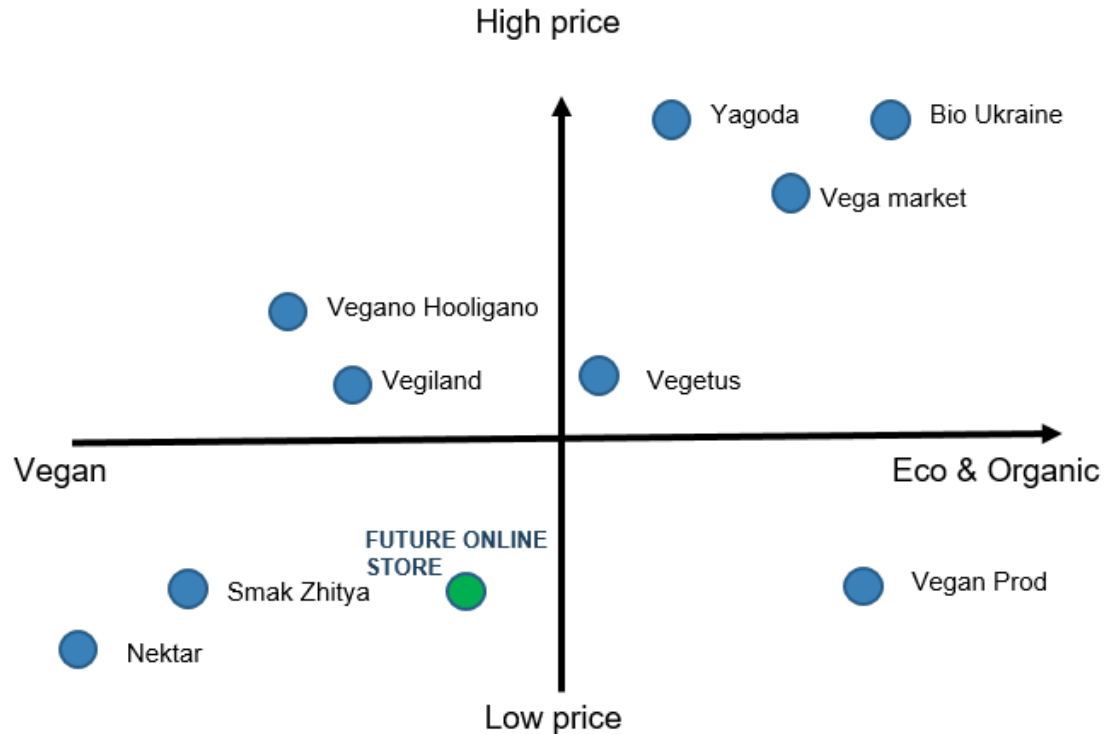


Figure 7. The perceptual map of the vegan online stores in Ukraine

There are several variables on the basis of which the store can be differentiated including assortment, delivery time, service level, price and specialization.

Product and detailed service level analysis were skipped for this research. The delivery time is not suitable variable as well, because all the shops use delivery company Nova Poshta which offers fixed delivery terms for every company.

Hence, such variables as the specialization of the shop, and price were chosen.

The first variable on the basis of how the store is differentiated is the way consumers see it – as a vegan store or organic and eco store. As explained above, this is one of the main factors which form the position of the store in the mind of consumers.

The second variable is price. Even though, it seems that all companies have the same prices, a more precise view shows that there are slight differences in the product prices. Mostly, it appears as different prices for different kind of products. For example, Vegetus offers lower prices on tofu because it produces it itself, while Yagoda sells the cheapest cold pressed raw oils, because the company also produces it itself. As a result, customers would rather order tofu from

Vegetus and oils from Yagoda. That is why some customers do their research and figure out which company has lower prices on certain products. However, in reality this rarely happens, and usually customers choose a store where they can order everything at once, because delivery prices are also high. Thus, price is the main criterion of selecting a store in most cases. The conclusions about price were formed by comparing prices for the most commonly bought products and then calculating the price of the average consumer basket. The results of the price analysis are represented in the Appendix 1.

As a result, Nektar, Smak Zhitya and Vegano Hooligano position themselves as vegan stores, because these stores are focused on the vegan philosophy and lifestyle. They are more concerned with environmental issues than with the healthiness of products. Vegiland, Vegetus and Yagoda positioned as vegan and healthy food shops, while Bio Ukraine, Vega market and Vegan Prod are positioned as only ecological and organic stores. In terms of the price range, Nektar, Smak Zhitya and Vegan Prod have cheaper prices than all other shops. Yagoda and Bio Ukraine are the most expensive ones, offering higher prices for the same type of products of the same brand. The position of the future online shop is also represented on the map. The reason of choosing this position is explained in the conclusions part.

6.1.3 Market segment analysis

Secondary data research showed that there are following segments of potential customers to target based on four segmentation variables. Based on geographic segmentation, target customers are all people living in Ukraine. Nevertheless, according to the research conducted by Kiev International Institution of Sociology, most vegans are coming from the Western and Central parts of Ukraine (Glavnoe 2017). That is why it would be essential to have a Ukrainian language version of the website.

In terms of demographic segmentation, target customers are aged between 18 and 30 years old. They are representatives of the generation of Millennials and early generation Z. The average income of a Ukrainian resident in 2017 is around

200 EUR per month (Trading Economics 2017). The analysis of the price in the existing vegan online stores showed that they are oriented at high-income rather than on medium-income consumers. This gives quite negative perspective due to the fact that nearly 60% of Ukrainian people live below the poverty line in 2016 (National Academy of sciences of Ukraine, 2016). However, the National Bank of Ukraine (2017) predicts that starting from 2018 the standard of living will only improve due to the growth of global economy, which in turn affects the Ukrainian economy (Narodna Pravda, 2017).

Furthermore, a carefully planned vegan diet can be even cheaper than a standard diet due to the high prices on animal-based products in Ukraine. In terms of family size, the target group are mostly young people living alone or with a spouse, or young families with one or more small children. Occupation-wise, the potential segments are 1) students, 2) graduated and working young people, and 3) young families with a steady income.

The results about psychographic and behavioural segmentation were obtained through the examination of the forums, online communities and social media. Psychographic segmentation is based on the criteria of lifestyle. Consequently, possible segments to target are vegans, vegetarians, people with food allergies and special diets, and people following a healthy lifestyle.

In terms of behavioural segmentation, customers can be divided into three potential segments based on their attitudes regarding the assortments in shops. The first segment includes customers who follow a vegan diet for some time already and know about the value of the vegan products. The second segment are vegetarian people, who are all potential vegans, that is why their basket size will increase over time. The third segment are people who want to be healthy but don't know enough about vegan diets, or have certain stereotypes about it, but in general are interested in it. Nevertheless, since the store will also offer products such as superfoods and vitamins, they will still find something for themselves. This segment can be targeted by developing a content marketing campaign which will stimulate awareness about a vegan diet.

6.1.4 Customer analysis

In 2015, Ukrainian agency Cultprostir conducted a research about life of vegans in Ukraine revealing their needs and wants. Almost all respondents indicated that they would like to have more variety. The choice of vegan products in Ukraine is not big and almost all of them should be ordered online, because they are not available in the supermarkets. (Cultprostir 2015.)

The chapter about customer segmentation gives a clear understanding of the customer portrait which is based on demographic and psychographic portrait. Unfortunately, it is impossible to tell when customers make purchases since there has been no previous research about this topic. However, in the early stages of establishing a shop this is not the most important question to answer. Meanwhile, it is possible to answer the question “where do customers purchase.” According to the research, almost all customers visit the competitor online stores first to compare prices, product characteristics and delivery terms. (Cultprostir 2015.)

To answer the question “what are customers buying?” it should be mentioned that vegan products are not what customers really need, since they don’t buy the product itself, but the idea behind it. Although, it might differ from customer to customer, in general there are five basic ideas behind their reasoning. The first one is taking care of environment which gives a feeling of making a positive contribution to the environment. Impressive statistics show that 51% or more of all greenhouse-gas emissions on the planet are caused by animal agriculture (World Watch 2009).

The second idea is care about animals. More and more people start to care about the conditions animals are grown in on the farms, which are especially bad in Ukraine. The third reason is the desire to be healthy, caused by health issues. These customers already noticed the positive effect of a vegan diet. When they buy vegan food they feel that they care about themselves and their self-esteem rises. Many studies have proved the benefits of a vegan diet for one’s health. Vegan diets are usually higher in dietary fiber, folic acid, magnesium, iron,

vitamins C and E, and they tend to be lower in calories, saturated fat and cholesterol. In general, vegans have a lower risk of cardiovascular disease (CVD), obesity, type 2 diabetes, and some cancers, as well as lower risk of chronic diseases. (Craig 2017.)

Fourthly, there is the group of people who want to be different, not the same as the people in their immediate environment. For example, research proves that this is a very common situation when a teenager becomes a vegan while his family doesn't support it at all. In this case he is not driven by environmental concern or health issues, but by the need to establish his own personality. The fifth case is the completely opposite and is caused by the desire to be part of a community. Veganism is a very modern trend in Ukraine that came from West. Some young people follow it just in order to be trendy. Purchasing vegan products gives them a feeling that they are in trend. (Cultprostir 2015.)

The customers' decision-making process starts from the need recognition. Since physical shops are located only in few Ukrainian cities and usually far away from the city centre, most customers would have a need to search for food online. It should be also mentioned, that number of online shoppers grew significantly over the last years. Just 5-7 years ago e-commerce was an unknown term for most Ukrainians. Online purchases were considered unreliable and inconvenient. However, the situation changed dramatically since that. Nowadays, 30 to 50% of all purchases in Ukraine are made online. Marketers call it "The era of the heyday of online shopping". The potential and opportunities of growth of the e-commerce segment are huge. (Korzun Studio 2016.)

After need recognition, the reasons of which have been discussed above, customers search for information by using Google. Since there are no review websites of vegan shops in Ukraine, potential buyers check the websites of all available stores directly. In some cases, they might ask online communities for advice. At this point they choose 2 or 3 shops and move on to the next stage, the evaluation of alternatives, to compare prices, product information, delivery terms, etc. Based on these parameters, the purchase decision is made. On the post

purchase evaluation stage, buyers evaluate the product that was delivered to them and decide whether they want to order something again from this company. Research proved that most customers in online stores in Ukraine tend to stick to one store if their first purchase was successful. (Novoe Vremya 2017.)

6.1.5 Market demand analysis

According to statistics, there is a high demand for the vegan products in Ukraine. The number of vegans in the world, and particularly in Ukraine, is growing every year. There are 15 online stores selling vegan products in Ukraine in 2017, in comparison to 0 in 2004 (the first store was opened in 2005). New stores are opening each year, meaning that there is enough demand for these kinds of products.

Recently, Kiev International Institution of Sociology in cooperation with the zoo-protective organization Open Cages Ukraine published the results of the research regarding the number of vegetarians in Ukraine on October 24th, 2017. Unfortunately, the research itself is not available to the public, but research results were summarised by Ukrainian news portals. The research shows that 5.2% of the whole Ukrainian population, which equals to 2 million people, are vegetarians. This number represents the market potential which is the total number of customers who could potentially purchase a certain product. (Glavnoe 2017.)

Most people who refuse animal products are young people between 18 and 29 years old. This means that vegan is going mainstream. Moreover, more than 3 million people who are still consuming animal-based products are consciously reducing the number such products in their diet and replacing it with vegan alternatives. The researchers predict that this trend will only become more popular, especially among young people. (Glavnoe 2017.)

The higher demand for vegan products is also explained by growing prices on meat and dairy products. The consumption of meat and dairy products is gradually decreasing. For example, the consumption of dairy products reduced

by 1 % in 2017 in comparison to 2016 (Economic Discussion Club 2017). According to the independent research of the Ukrainian union of the poultry farms, the consumption of meat in 2017 decreased by 4,6% in comparison to 2016 (Ptichki 2017).

Another important factor to consider is the demand for online purchases in Ukraine. In 2015, Ukraine demonstrated the fastest annual growth of the online trade – 35%, while the average growth in Eastern Europe was 9, 1%. According to Ecommerce Europe, the total number of online sales exceeded 1 billion euros. Ecommerce Europe forecasted that the growth of online sales in Ukraine will continue and that the sales volume will grow by 35% every year, meaning it will reach 1,6 billion euros till the end of 2017. (Baker Tilly 2016.) The average bill of online purchases in 2016 increased by 7% in comparison to the 2015 (Koneva 2017).

6.1.6 Marketing strategies

The results of the marketing strategies ideas are based on the benchmarking of similar successful stores in Ukraine, as well as stores abroad. The results show that all of them use owned and earned media as the main marketing channel. None of the competitors used paid media, such as Google Ads, for example. As an earned media channel, some shops use mass media such as news or life style blogs. In terms of owned media, the key channels all successful stores use are website and social media. Having a blog also appears to be a successful idea for most stores. In Ukraine, none of the competitors use a blog, while abroad it's very popular.

All companies have a website, however, not all competitors have a good, functional website. For example, the websites of Vega market and Vegetus are very user friendly and easy to navigate, while the websites of Yagoda and Nektar are not well-designed. A good example of a successful website is the one of online store Smak Zhitya, which is a direct competitor. The website looks very good and user-friendly. For example, this is the only website where customers can search for certain product categories such as “vegan”, “raw vegan”, “gluten-

free”, “superfoods”, “for losing weight”, etc., while all other companies categorize their products only on the basis of product type. For instance, “oils”, “sweets”, “drinks”, “spices”, etc. Smak Zhitya also creates videos about products on the web-site.

Search engine optimisation is a very important aspect of the marketing strategy, because, as customer decision making analysis show, potential buyers select the stores via Google search, usually checking the top results in Google first. According to Advanced Web Ranking, the first position on Google search results has a 34.36% click through rate on desktop and 31.35% on mobile (HubSpot 2017). That is why it is crucial to ensure that the website appears among the top results on Google.

Most competitors use Instagram and Facebook as the main social media channels, just a few competitors use Twitter and Youtube. For example, Vega market, Smak Zhitya and Vegetus are present on Instagram, Twitter and Facebook. Smak Zhitya is the only store that has a channel on Youtube. The store is very active on social media in general and produces quite good content. At the same time, Vegiland is popular only on Facebook. Some competitors such as Nektar and Yagoda don't use any social media channels at all. For this reason, having a social media channel would already be an advantage.

There is a tendency in social media that most companies switched from Vkontakte to Facebook as the main social media channel at the end of the spring of 2017. That time new legislation forbid access to Vkontakte in the territory of Ukraine. Before that, Vkontakte was the most popular social media platform in Ukraine. After it happened, the number of visits of Vkontakte decreased by 3 million visits during first 5 days, while attendance of Facebook increased by 30% (Nekrasov 2017). It made companies change their social media strategy, that's why most of them switched to Facebook. Nevertheless, some companies didn't. For example, online store Vegetus successfully continues to use Vkontakte. Despite this, many Ukrainians have found ways to access Vkontakte using VPN,

thus, this social media channel is still considered as one of the methods to do marketing.

Unfortunately, there are no big online forums or communities for vegans in Ukraine yet. There are some groups on Facebook or V Kontakte which people can join, but these groups are small. Nevertheless, they can still be used for promotion. The good news is that a huge, new platform will start working soon, which is called Miramir. It promises to be very popular in the whole world and in Ukraine especially since its creator is a Ukrainian man. This quickly growing platform is going to be focused on veganism, conscious living, environmental problems and animal rights.

There is one more important trend – growth of purchases via mobile phones, which began after introduction of the 3G network in 2015. The number of mobile purchases continues to grow rapidly. (Korzun Studio 2016.) In 2016, 30-40% of online buyers used their mobile phones to shop. The most popular are goods that are made in Ukraine, because Ukrainians want to support local producers. In 2016, the volume of sales of the local goods increased three times. More than 20% of all goods purchased online came from local producers. (Sinelnikov, n.d.) Nowadays, none of the Ukrainian healthy online store offer a mobile app.

6.2 Interview results

The interview results are based on the analysis of the semi-structured interview conducted with Rudolf Kraevskii, the owner of the online store “Vegano Hooligano”. The results are presented in two chapters. The first one covers the results related to market analysis as well as a short introduction of the company, while the second chapter presents the results of the marketing strategies.

6.2.1 The summary of the questions related to market analysis

Vegano Hooligano is the first and the only chain of vegan-cafes in Ukraine that operates as a franchise. The first café was founded in 2014, and in 2017 it has expanded to 4 cafes in the 4 biggest cities of Ukraine. Apart from the café, other

projects of the company include Vegano Hooligano Delivery which is an express food delivery service that operates in every city where the company owns at least one café. The second project is Vegano Hooligano Bus, which is a mobile fast food vegan café embedded into an actual working truck. The third project is Kiev Vegan Boom which is the first large-scale vegan festival in Ukraine founded and conducted by Vegano Hooligano in 2016 and 2017. Finally, the last project is Vegan Supermarket – an online store selling foods consisting only of plant-based ingredients. Delivery of these products is possible to all Ukrainian cities. Nowadays, apart from food, the Supermarket also offers more than 1 000 ethical goods for everyday life, households and personal care products.

The vegan online store was opened in 2011 when Rudolf started following a vegan diet himself and, as a result, experienced a lack of the vegan products on the market. Apart from that, Rudolf started his own blog and conducted seminars and workshop about veganism. It was challenging to open vegan supermarket without a physical store, especially in terms of distribution. Thus, Rudolf gave an advice to open an online store together with the physical store.

Rudolf determines his target group as “all people who are hungry, and only after them come vegans and vegetarians”. Nevertheless, the company positions itself as a brand for young people aged between 18 and 28. Most customers are not exclusively vegans, they are people doing sports and yoga, ecologists, IT and media-specialists, office workers. According to Rudolf, entrepreneurs underestimate vegans as a target audience. The vegan business is oriented at customers with income higher than medium, because most products are imported from abroad. As a result, the prices for the shop assortment are high. Fortunately, the number of local vegan-suppliers and producers is growing, that gives an opportunity to target medium income customers in the nearest future.

The demand for vegetarian food is increasing and there is not enough supply available on the market at the moment. Even though during the last few years more formats of healthy food appeared on the market, mainly including cafes and shops, the number of competitors is still low. Vegano Hooligano is one of the

oldest and most well-known companies. Rudolf named only 7 online vegan stores which he considers to be competitors. The competing companies try to collaborate with each other. For example, Vegano Hooligano buys tofu from Vegetus, its biggest competitor, because Vegetus has its own production line. Increased demand can also be explained by the changing mentality of Ukrainians. Since veganism has become more of a mainstream in Europe, the trend is also coming to Ukraine.

The competitive advantage of the company lays in its high quality which is explained by the use of ecological materials and products in the shops and cafes. It concerns everything, starting from kitchen equipment, and finishing with packaging and food itself. The interior of the physical shop is also completely ecological, following the philosophy of “reuse, reduce and recycle.” Every product is a combination of the great taste and healthiness. The menu in cafes and product assortment in the shop are very diverse in order to satisfy the needs of every customer. Its powerful team is the second advantage of the company. Firstly, it is ensured by the careful staff selection. Secondly, the maximum attention is paid to the employee motivation and creating the best working conditions possible. Rudolf stated that only people can create an empire. At the same time, the human factor is the major risk of the company, as it can destroy the business.

The key to success in this business area is sharing the ideology of veganism with the customers. Rudolf is convinced that the education of society on the subject of veganism is needed. Accordingly, one of the most important aspects of this business is conducting lectures, webinars and producing useful content regarding vegan food.

On average, around 30 000 people are visiting Vegano Hooligano restaurants during the span of one month. Most of the profit comes from the online store. However, it is predicted that physical stores will become more and more popular due to the tendency of Ukrainian customers to try products before purchasing. When talking about the financial aspect, the total investment for all projects

equals to around 17 000 EUR. The initial investment was made by a vegan from Germany and equalled to 10 000 EUR. The average bill in the cafés is 70 UAH (2.3 EUR), while the average bill in the supermarket is 500-700 UAH (17-24 EUR).

Rudolf shared his view on the future prospective of the vegan food industry. Vegano Hooligano Delivery is the main business line to be developed in the nearest future, because it will help to create awareness about veganism and the company itself faster. Secondly, it is predicted that very soon public institutions will support vegan industry. The number of vegan shops and cafes is projected to grow. Thirdly, there is an opportunity to develop the production of vegan goods in Ukraine, oriented at the medium-income customer due to the bad economic situation and low solvency of Ukrainian people. Consequently, it will help to increase sales volumes. In general, there are many perspectives for vegan business development in Ukraine and the only thing which is needed is taking actions.

6.2.2 The summary of the questions related to marketing strategies

The company's budget for marketing is very low. According to Rudolf, the eco-segment is the segment of sustainable businesses. The era of marketing in which companies need to fight for the customer has passed. The choice of the modern consumer is the intuitive choice. The company has never used paid ads on google or other search engine for its promotion. In its early stages, the social media account on Vkontakte was the only marketing channel. When the online store was just established, the number of customers was surprisingly big, especially considering the fact that at the beginning the company didn't do any form of advertisement except Vkontakte. Later on, the account was deactivated when the platform got blocked in Ukraine.

Nowadays, the company uses two marketing channels for promotion – earned media and owned media. Earned media includes word of mouth which appears in the forms of articles about the company on different blogs and websites. Since

the company is one of the first vegan stores, and not standard businesses in Ukraine, many bloggers and news portals have written articles about it.

Owned media includes a website and presence in social media. The company is present on Twitter, Instagram and Facebook. The Twitter account was created in July 2014 and is actively being used, but the number of followers is not high (only 18 followers). The Instagram account is quite popular with its 2 655 followers. New content is being published regularly. The company is very popular on Facebook with 10 416 subscribers. Facebook and Instagram are the most effective social media channels to attract new customers, and what is more important, to sustain the current client base. Twitter has just started to gain popularity in Ukraine in general, which is why Vegano Hooligano is performing badly there. However, Rudolf believes that soon Twitter will also become more popular.

Vegano Hooligano always tries to improve its website, since this is the “face” of the brand. For example, at the time of the interview process, the website was under construction. The design of the website is very modern, stylish, user-friendly and easy to navigate. This is the channel where the company invests most of its money in.

7 CONCLUSIONS

This chapter demonstrates the conclusions of the research, based on the results as previously described in the thesis. To draw conclusions, connections between the empirical and theoretical part were made and presented. The results are in line with the literature review, since all concepts presented in the literature review were used to compose the results part. Additionally, the results obtained through the secondary data review are similar to the results obtained through the interview. Based on this, the conclusions were made. Finally, the justification of the trustworthiness of the research is presented both in theory and self-evaluation.

7.1 Conclusions of the market analysis

The analysis of the market demand enables one to make the conclusion that the establishing of an online store specialised in healthy foods is more likely to be a profitable business. The first reason for this is the high demand, which, according to studies, is steadily increasing (Glavnoe 2017). Secondly, the competition analysis shows that the online healthy food industry is a very young and attractive industry with a low intensity of competition and small number of competitors.

The following conclusions are made, based on the segmentation analysis and interview results, regarding which segments to target. The targeted segment for the online store will be young people (students or employed) aged between 18 and 30 years old, living in all regions of the country. They are vegans, vegetarians or those who are reducing the amount of animal-based products they consume.

The interview's results suggest that medium income customers could be the most profitable audience to target due to the growth of the number of local suppliers. Demand analysis suggest the same results since most of the vegans are young people with medium income (Glavnoe 2017). In addition, competitive analysis results conclude that none of the current stores targets solely medium income customers, which creates a new potential market to target. Finally, results show that the income level of Ukrainians is projected to increase, meaning that more and more people will have a medium income instead of a low one (Narodna Pravda, 2017). For this reason, the target audience for the online store will be medium income customers. However, it has to be mentioned that low-income consumers could also be a big potential segment. Since none of the existing stores serve this segment, it might give a competitive advantage and help to create a completely new business model. This option might be explored later, when the online store is already established and making profits.

According to the five segmentation key factors, the conclusion can be made that the suggested segment is useful. The target audience is measurable and big enough – an estimated number of the target audience comes from the demand

analysis results and equals to 5 million people who are vegetarians and those who reduce animal-based products in their diet (Glavnoe 2017). In addition, the segment is differentiable and accessible, making it easy to reach. Finally, it is actionable – an effective marketing program can be performed to reach the segment which is discussed in the marketing strategies conclusion part. The unique selling proposition to this target audience would be lower prices in comparison to other stores, making the online store a more interesting option in the eyes of the consumer. In addition, a special marketing strategy will be developed targeting the younger people, emphasising the benefits and trendiness of the vegan diet.

The product positioning analysis enables to make a conclusion that the future online store should be positioned as a store with affordable prices offering vegan, organic, and healthy. Based on the brand positioning formula offered by Michiel Maandag (2016, 9-59), the formula for the future online store could sound as follows: “This online store (the name of the store) is the only healthy food store that helps everybody who cares about their health and planet to become even healthier so that they can live a happy and full life.”

To become profitable among the competitors a certain positioning strategy will be developed that is based on the competitive advantage. After analysing the competitive advantages of the competitors, the conclusion can be made that the best competitive advantage is a combination of the availability, a wide product range, and good customer service. The results of the Porter’s five forces prove that there are not many substitutes or alternatives that consumers can choose from on the existing market. This is the reason why they will be ready to spend more on products, if they have a place where they can buy everything all at once. Thus, availability and wide product range is a big advantage.

One of the ways to ensure good customer service is to create a mobile app which allows consumers to check product information and order products easily from their phones. As the competitors analysis has shown, none of the competitors have a mobile app, that’s why this will differentiate the future online store from its

competitors. This way its high value will be created. A clear overview of the targeting and positioning strategies is represented below (Figure 8).

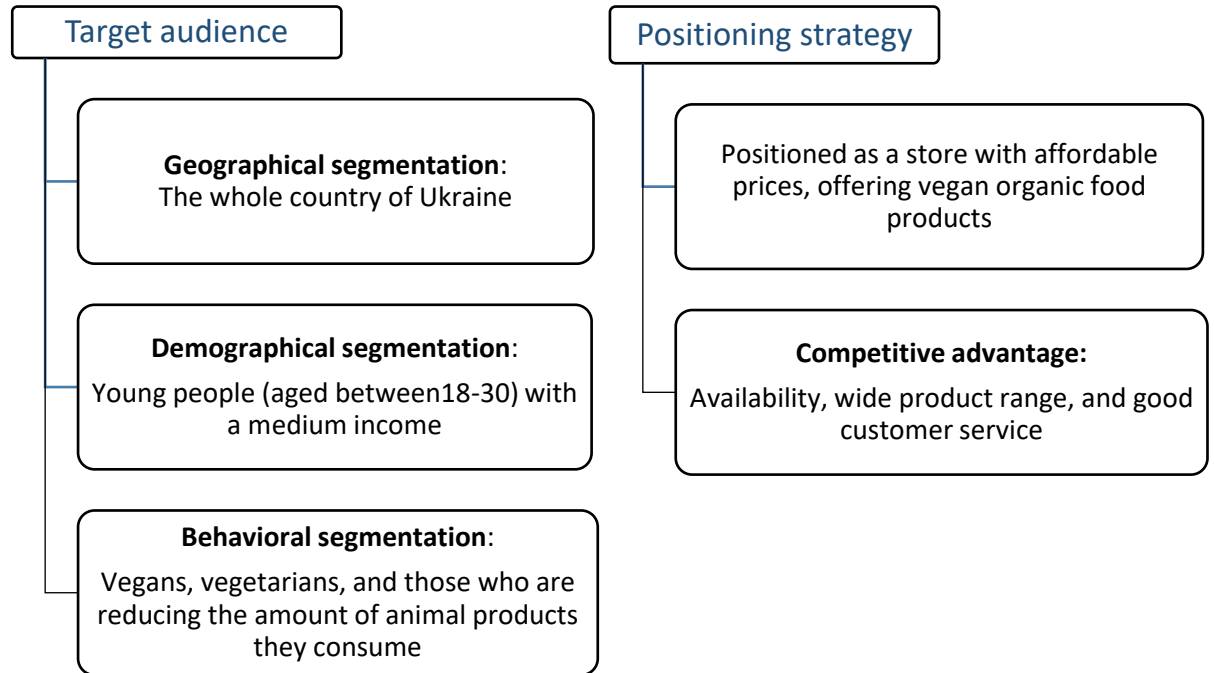


Figure 8. Summary of the conclusions of targeting and positioning strategies

Results of the strategic group analysis show that there are nine real competitors out of the all existing shops selling vegan food. The other six stores are essentially indirect competitors that belong to the industry. As a result, there are two potential opportunities for the future store. The first one is to stay in the current group together with the shop Smak Zhitya. Since there is only one competitor in this group, the opportunity to grow is big.

The second option is to exploit the void – create a completely new business model that currently doesn't exist on the market. The first possible option is a vegan online store specialised in the vegan sport products including vegan protein and other supplements. There are no competitors in this area at all, therefore this niche is completely free. For this reason, a special attention will be paid to this product type in the future online store. Since deep analysis of the vegan products were skipped, this idea will be researched in the future.

The second option implies changing the business model completely. Both the interview results, and the secondary data review have shown that there is a lack

of local suppliers of vegan products. The number of suppliers is increasing slowly, but it is still not enough to fulfil the demand. In addition, Ukrainians are eager to buy increasingly more from local producers (Sinelnikov, n.d.). This opens up the possibility of developing an own production line. In addition to that, the conditions in Ukraine are very favourable nowadays for creating this kind of business, because of governmental support.

Yet another option that can be explored is the creation of a new business model, specialised in the delivery of food boxes. A food box contains a recipe and a set of prepared ingredients needed for a certain dish, which the customer cooks himself. This way the time spent on shopping is saved and the cooking process is simplified. This business is already very popular in Europe – the HelloFresh Company is a good example of this. In Ukraine, though, there are only 3 similar existing companies, however none of them offer vegan options. Hence, there is an opportunity to offer vegan food boxes. This idea is to be further researched later.

Finally, based on the interview results and competitive analysis of five forces, the conclusion can be made that an importance of opening an offline store together with online one was underestimated. To make the processes easier, the physical location is needed as well. To summarize the ideas discussed above, the possible options are presented in the Figure 9.

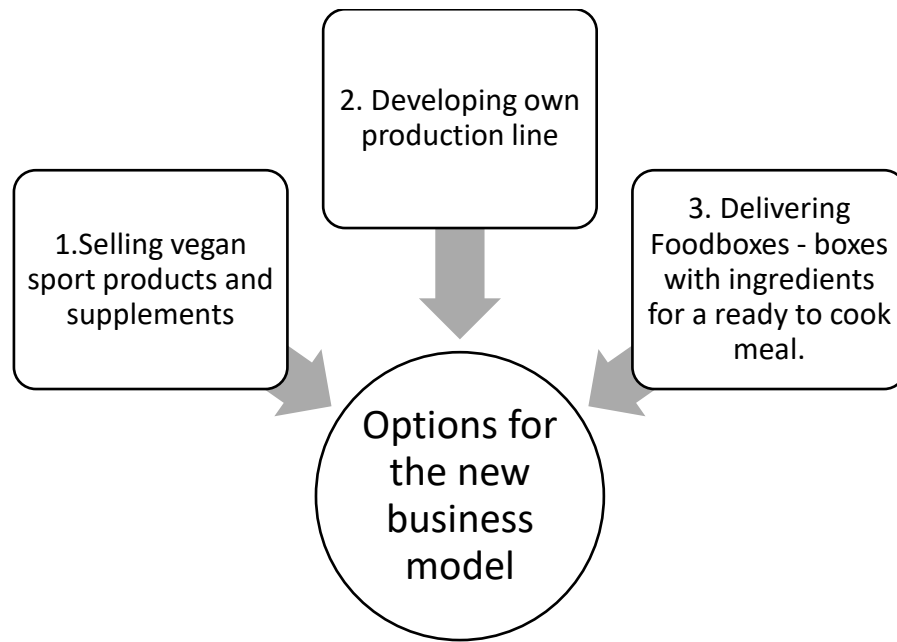


Figure 9. Summary of the conclusions regarding suggestions for the future

7.2 Conclusions of the marketing strategies

After the analysis of the interview results and the secondary data review the conclusion can be made that the main marketing channels to be used are owned media and earned media. Paid media will also be considered, even though none of the competitors in Ukraine use it. Paid Google ads and Facebook ads will be tested at the initial stages of establishing a store in order to create awareness and attract new customers. It is important to make sure that the message is correct and fits the company's image.

Owned media will be reached by creating a website and accounts on social media. Blogging will be another channel, and since none of the Ukrainian stores do this, it will create a competitive advantage. As Rudolf Kraevskii mentioned, a good website is the key to success. For this reason, special attention will be paid to the search engine optimisation of the website to make sure it will be ranked high on Google. This will be reached through well-written, unique content and sufficient use of the keywords. Since customers don't buy the product but the idea behind it, it is essential to enhance the value of this idea by providing valuable content on the website.

Based on the customer analysis, the following conclusions were made regarding what type of content to produce. First of all, every product sold on the website will be provided with the information about its value. There will be a short article about the health benefits of each product. To satisfy the needs of those customers who are concerned with the environment and animal issues, it is necessary to produce content of which the main idea is to emphasize the contribution that vegans make to the well-being of the planet. As a result, these customers will associate the feeling of satisfying their needs with purchasing products in the store. For those who want to be in trend, the content about recent events and findings in vegan society should be published. New recipes will be published regularly as well.

The social media channels to be used are Facebook, YouTube and Instagram. Accounts on Twitter and Vkontakte will also be created, however, these two channels will not be the main focus. All social media channels will support the content marketing campaign as well. Since Facebook is the most popular social media in Ukraine nowadays, this platform is the most important for promotion. For this purpose, an account on Facebook will be created. The account will be used for sharing different content and updates.

The YouTube Channel marketing campaign will be focused on two directions. The first one is creating easy and short videos with vegan recipes, using ingredients from the store. None of the Ukrainian online stores are doing this, although it is a quite popular practice in the Western countries. The second direction is giving a short overview of the products sold in the shop, describing its benefits for one's health.

Instagram will be used for two purposes. The first purpose is content marketing, which includes publishing pictures with recipes, summaries of the benefits of each product in one picture, beautiful ready dishes made from the store's products, etc. Also, it includes producing short articles on the topic of veganism and environmental animal concerns as the description to the picture. The second purpose is informing customers about company updates and the product

assortment in general. All content published on social media will be planned and scheduled at least one month in advance. At the beginning it will be done manually, but after several months a special software for scheduling social media posts, such as Buffer or Hootsuite, will be utilised.

The creation of a mobile application is an essential part of the marketing campaign, due to the growth of purchases through mobile phones. The app will be designed to make the purchasing process convenient and easy. The app will be available for Android and iOS.

Earned media includes contacting bloggers who write about food, lifestyle, new trends, etc. The example bloggers are lovekitchen.me, my-happyfood.livejournal.com, and foxatechicken.com. Secondly, popular news portals should be contacted, such as Segodnya, RBK Ukraine, TCN, 24 Kanal, etc. Both bloggers and news portals will be asked to write about the opening of the new online store. Thirdly, famous influencers in the healthy food, sports and healthy lifestyle industries will be contacted, asking them to promote the new online store. The product samples will be given to the key people so that they can give positive feedback to their followers. It will generate word-of-mouth. The figure below demonstrates the overview of the all suggested social media channels (Figure 10).

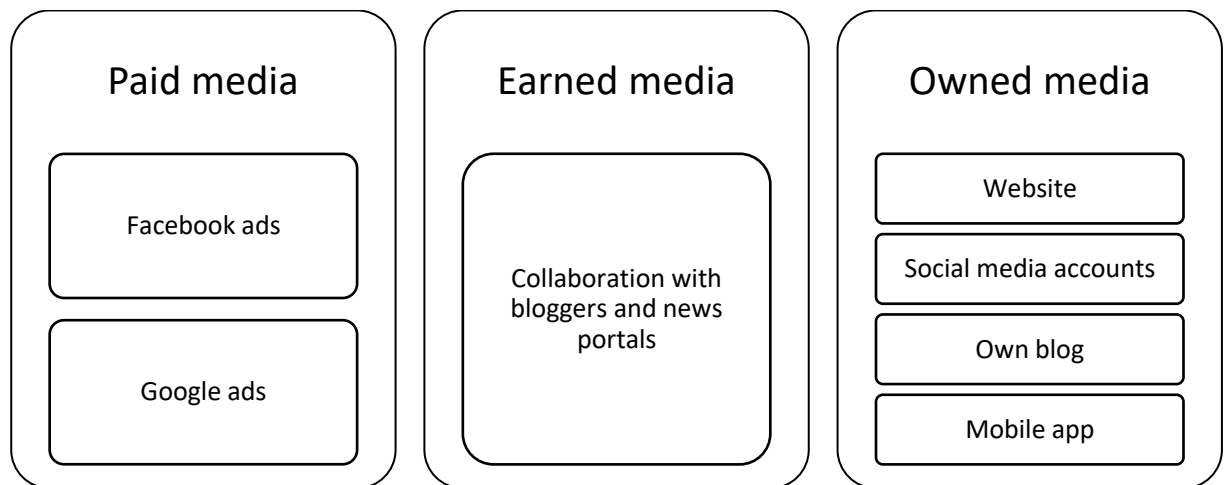


Figure 10. Summary of the suggested social media channels of digital marketing

In addition to digital marketing, several offline marketing channels will be utilised as well. For example, different thematic festivals and fairs will be visited to create brand awareness. All suggested marketing activities will be in line with the transformative forces which influence marketing nowadays. This means that the chosen methods will be highly technological and socially responsible. Since the nature of the vegan shop is focused on social responsibility itself, all marketing activities will support this idea.

To summarize this chapter, the business idea of establishing an online store is more likely to be demanded and profitable due to many factors. The future online store will be positioned as a young, trendy and affordable brand that offers a wide range of vegan, vegetarian, as well as healthy organic foods to those who are reducing the amount of animal products, vegans and vegetarians of the younger generations (aged between 18-30 years) living in Ukraine. The future online store will reach its audience through paid ads on Google and Facebook, by creating accounts on all major social media such as YouTube, Facebook, Instagram, Twitter, and VKontakte. In addition to this, the future online store will also spread the word through the use of owned media. Finally, some future options for the future online store include the selling of vegan sports products and supplements, developing an own production line, or the making and delivering of the food boxes.

7.3 Trustworthiness of the research

Reliability is the extent to which the data collection techniques will produce the consistent findings (Saunders et al. 2009, 156). To ensure reliability in qualitative research, examination of trustworthiness is crucial. Trustworthiness involves establishing: credibility, transferability, dependability and confirmability. Credibility is the confidence in the “truth” of the results. Credibility means that the researcher is familiar with the topic and has sufficient data about it. It also implies that research findings were shaped by respondents and actual research, not researcher’s personal interest and motivations. Moreover, credibility is based on strong logical links between data and conclusions. (Research Gate 2014).

Transferability means that there is a similarity or connection between the research and previous results. The provision of background data should be made to establish the context of study. (Shenton 2004.) The phenomenon of the research has to be described in detail to allow comparisons to be made (Morrow 2005, 252). The dependability factor means that the research process is logically traceable and documented. In addition, it means that results are consistent and can be repeated. (Research Gate 2014.) Confirmability means that findings and interpretations to the data can be easily understood by others. The confirmability is based on the idea that the research is never objective, nevertheless, the results should represent a subject of the research, a real situation, not researcher's biases. (Morrow 2005, 252.)

The actual research can be considered credible, because, first of all, the researcher is the commissioning party herself, meaning that one is very familiar with the topic. As mentioned before, one is well versed in the studies and material of the subject and has acquired the business expertise needed to successfully conduct a research about the subject at hand. Secondly, the research methods were chosen very carefully to make sure that the data is sufficient. For example, the researcher has chosen to perform both a semi-structured interview and a secondary data review. These methods ensure that all the necessary data for the research is collected so that the results of this can be called credible. Thirdly, there are strong links between theory and conclusions. This can be found in the results part of the research, as well as in the conclusion. Here, one uses all of the data to support and form a sufficient and credible solution.

In terms of transferability, all research processes, context, and participants were discussed in such a way so that the reader can decide how the findings can be transferred between the other studies available on this topic. References to other studies about the topic are included so that the reader can check them and compare the results. The research is dependable because it can be easily repeated since data collection methods were described in detail. The semi-structured interview, for example, is described in detail earlier in this document

and thus can be reconstructed easily. The information is given in a logical way, written in a professional, clear, and understandable style of writing.

The research is confirmable, because the results of the interview and secondary data analysis were summarised and described in a clear and understandable way. Nevertheless, this point might cause some doubts because the researcher is the commissioning party for the research, meaning that the researcher is the party that has the most interest in the results. However, this adds additional motivation to make the research as transparent as possible in order to see the real picture, not the picture which one wants to see.

If there would be a chance to do something in a different way, the research will be even more narrow and specific. For example, marketing strategies could be skipped to focus only on the market analysis. In addition, quantitative analysis could be included to make better analysis of the customers by the way of conducting a survey. The research results offer quite good analysis of competitors; however, customer's analysis could have been done better. Despite that, the objective of the research was to come up with the conclusion regarding the potential of the business idea and marketing strategies and methods were suitable enough to reach this objective.

8 CONCLUDING REMARKS

The research process went according to the plan and deadlines. There were no significant problems with the research implementation. As a result, the objectives set up at the beginning were achieved. Additional research can be conducted to analyse a few more aspects of the vegan market in Ukraine. First of all, parts of the market analysis such as macro-environmental research were skipped. In addition, the research of suppliers was also not included to the research. That is why there is an option to investigate these questions more in depth later.

Secondly, vegan product market can be researched to understand for which kinds of vegan products there is a higher demand to be able to answer the question: "which exact products should be sold in the shop?" Thirdly, the pricing

strategy for these products can be analysed in order to understand which prices would be optimal for certain products. Fourthly, the financial aspect of the topic can be investigated to find out where it is more beneficial to get money for a vegan business. There are many options nowadays and all of them can be analysed to find out which of them are the best ones, and create a plan of getting financed for them. Finally, all suggested future options such as food boxes delivery, selling the vegan sport products and establishing an own production line can be researched.

The research gives many benefits to the commissioning party. The main goal of the commissioning party is to establish an online store specialised in healthy foods. To do that, the business plan should be created, and the actual research provides a foundation for the business plan. The results of the research will be included to the business plan, which will be shown to the future investors to get financed. Establishing an online store is impossible without this research.

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APPENDICES

Appendix 1. Price analysis of the products in vegan online stores in Ukraine (price in UAH)

	Vegetus	Vegano Hooligano	Vegi Land	Vega Market	Vegan Prod	Nektar	Bio Ukraine	Smak Zhitya	Yagoda
Soup	no	36	25	no	no	no	no	no	43
Burgers	no	63	35	no	no	no	80	no	no
Frozen cutlets	30	40	54	63	no	no	no	no	no
Tofu, 1kg	71,2	80	no	100	no	no	no	no	99
Vegan sausage, 1kg	141,5	130	no	249	no	no	no	no	165
humus, 1kg	181,2	200	285	188	no	no	no	no	no
peanut butter, 1kg	200	230	180	220	225	256,8	no	250,0	287
chocolate, 100 gr	50	60	no	50	90	62	130	50	45
Karob, 1kg	168	no	no	no	150	150	no	160	250
linseed oil, 1kg	249	270	350	180	175	168	752	200	140
sea kale, 1kg	400	350	no	300	no	160	no	200,0	450
red lentils, 1kg	113,5	120	125	90	100,0	no	no	80,0	79
chia seeds, 1kg	385,6	no	no	360	300	250	no	200	520
raw bread, 100 gr	25-30	no	25	27-38	25	30	84	21	28-30
chips, 1 pack	39	45	40	45	no	45	no	no	60
Spirulina, 1kg	1685	no	no	1100	1060	920	no	950,0	1300
Dried coconut milk, 1kg	277	285	no	300	228	no	no	no	280

Appendix 2. Interview questions

Introductory questions:

1. When did you establish your online shop?
2. Can you tell more about your company and its projects?
3. How did you come up with the idea of establishing an online store?
4. What is your view on veganism in Ukraine and its perspectives?

Questions related to market analysis:

1. Who are your target customers?
2. How can you estimate the demand for vegan and vegetarian foods in Ukraine? Is it growing/ decreasing?
3. How many direct competitors do you have?
4. How can you describe the position of your online shop in the market?
5. What is your competitive advantage? How do you differ from competitors?

Other questions which will help to establish an online store:

1. Where did you find money for the initial investment?
2. Can you give any information regarding your profits?
3. What are the biggest risks in this type of business?

What are your plans for the future?

Questions related to marketing strategies:

4. Which marketing channels did you use at the beginning to awake awareness among customers and promote your shop?
5. Which marketing channels do you use now?
 - 5.1. Which work best of all?
 - 5.2. Which of them perform badly?
 - 5.3. Why did you choose these exact marketing channels and how long are you using them?
6. Which social media platforms do you use? Why? Which content do you promote?